

# City of Seat Pleasant, Maryland

## A Study of Small to SMART Cities



October 2018



# **A Study of Small to SMART Cities**

**Prepared for**

City of Seat Pleasant, Maryland

This report was developed under contract with the City of Seat Pleasant, Maryland.

**Prepared by**



October 2018

©2018 City of Seat Pleasant, Maryland. All rights reserved.

## *Table of Contents*

<b>Executive Summary .....</b>	<b>i</b>	Exhibit 15. Municipal Data Currently Collected. ....	10
Municipality Overview .....	i	Exhibit 16. Municipal Top 10 Budget Priorities. ....	11
Becoming a SMART City .....	ii	Exhibit 17. Municipal Key Strategic Priorities. ....	12
<b>Introduction .....</b>	<b>1</b>	Exhibit 18. Municipal Current Challenges. ....	14
Transforming Seat Pleasant into a SMART City.....	1	Becoming a SMART City .....	14
Promoting a Nation of SMART Cities .....	2	Exhibit 19. Respondents' Understanding of SMART Cities. ....	14
<b>SMART City Assessment .....</b>	<b>3</b>	Exhibit 20. Willingness to Explore Becoming a SMART City.....	15
Data Collection Phase .....	3	Exhibit 21. Cost to Transform to a SMART City.....	15
Exhibit 1. Data Collection Process Results .....	3	Exhibit 22. Leadership Will Allow to Become a SMART City. ....	16
<b>Results .....</b>	<b>4</b>	Exhibit 23. Timeframe to Explore Becoming a SMART City. ....	16
Respondents .....	4	Exhibit 24. Benefits to Becoming a SMART City.....	17
Exhibit 2. Respondents by State.....	4	Exhibit 25. Hinders to Becoming a SMART City. ....	17
Exhibit 3. Respondents by Role.....	4	Exhibit 26. SMART City Could Improve Internal Processes. ....	18
Municipality Overview .....	5	Exhibit 27. Permission to Contact in the Future. ....	18
Exhibit 4. Type of Government Organization.....	5	<b>Summary .....</b>	<b>19</b>
Exhibit 5. Mayor Level of Power. ....	5	<b>Appendix A: Individual Responses for Q17-Q25 .....</b>	<b>20</b>
Exhibit 6. Municipal Population Range. ....	6	Exhibit 28. Knowledge of SMART City by Individual Responses (Q17- Q21, Q24).....	20
Exhibit 7. Municipal Population Density. ....	6	Exhibit 29. Benefits to Becoming SMART City by Individual Responses (Q22). ....	22
Exhibit 8. Municipal Population Range. ....	7	Exhibit 30. Hinders to Becoming SMART City by Individual Responses (Q23). ....	24
Exhibit 9. Municipal Racial/Ethnic Composition. ....	7	Exhibit 31. Permission to Contact in the Future by Individual Responses (Q25). ....	26
Exhibit 10. Municipal Services in Exchange for Taxes. ....	8	<b>Appendix B: From Small to SMART City Questionnaire.....</b>	<b>28</b>
Exhibit 11. Municipal Current Software Platform(s). ....	8		
Exhibit 12. Municipal Communication Platforms.....	9		
Exhibit 13. Municipal Subscription-Based Software. ....	9		
Exhibit 14. Municipal Plan to Implement IoT Solution.....	10		

## *Executive Summary*

The City of Seat Pleasant, Maryland is a small community with less than 5,000 citizens, located on the eastern border of Washington, DC. The city's governance consists of an elected mayor and seven elected council members. Mayor Eugene W. Grant is currently serving his fourth elected term as the chief administrator of Seat Pleasant. Under Mayor Grant's leadership and guidance, Seat Pleasant partnered with IBM to design the first small SMART city in the nation; thereby, using advances in technology to become more efficient with operations and services, and to connect with citizens. As a small city blazing the trail in this initiative, Seat Pleasant works to develop a 'Small SMART City Model' to benefit other cities similar in nature.

The purpose of this study was to conduct a needs assessment to ascertain the interest and demands of small cities (2,500 to 15,000 in population) within 20 states along the east coast and portions of the south. Seat Pleasant contracted Precise Data Consulting, LLC to develop the needs assessment, conduct the data collection, and analyze the results. Precise Data developed a 25-item questionnaire in consultation with Seat Pleasant administrators. Invites to participate in the study were emailed to 1,936 city officials (i.e., mayors; assistant, vice and deputy mayors; city managers and assistant city managers; commissioners; council and aldermen, etc.), 40 LinkedIn InMail messages were sent, and 63 phone calls were made.

One hundred-one (101, 5%) city officials responded in whole or in part to the survey request. The completed sample of responses analyzed consisted of 53 total participants. The findings of the analysis are presented in this report. Key findings include:

### *Municipality Overview*

- Fifty-six percent (56%) of the respondents were from municipalities governed by a Council-Manager structure.
- Of the 21 municipalities identified as having a mayor-council structure, 67% reported the mayor's power level as 'strong'.
- Parks and recreation (94%), police department (92%), street maintenance and lighting (87%), fire department (77%), and sewage and disposal (70%) were the top five services many municipalities offered in exchange for taxes.
- Across the municipalities represented, all of them use a website and 89% of them utilize some sort of social media platform to communicate with citizens.
- Sixty percent (60%) of the officials indicated not knowing what an Internet of Things (IoT) solution is, while 32% indicated not having an IoT plan in place.
- The top 5 data elements currently collected by many of these municipalities included: code enforcement (70%), public works (58%), finance department (58%), parks and recreation (57%), and fire department (57%).
- The Top 5 budget priorities were roads and infrastructure (89%), public safety (77%), economic development (75%), public works (70%), and community revitalization (70%).
- Many of the top key strategic priorities, such as roads and infrastructure improvements/maintenance (26), economic development (19), public safety (9), jobs and job creation (9), education (7), and parks and recreation improvements (7) were consistent with information provided by city officials regarding their budget priorities.
- The top 5 challenges many municipalities are experiencing were: increasing aging population (66%), growing substance abuse (53%), vacant and abandon homes (42%), lack of

affordable housing (42%), and declining small businesses (40%).

### *Becoming a SMART City*

- Many officials indicated they were 'uninformed' (19%) or at the 'beginner' (38%) level of understanding SMART Cities.
- As many as 85% indicated they believed (to some extent) that their leadership would be willing to explore becoming a SMART City.
- Half of the officials thought the cost to transform to a SMART City would be below \$200K, while the other half tended to think it would cost over \$500K.
- The results revealed 45% indicated (at their best guess) their leadership would allow \$50K or more to become a SMART City, while the others indicated an allowance below \$50K.
- Sixty-two percent (62%) of the respondents indicated an anticipated timeframe of 0-5 years for their municipality to explore becoming a SMART City.
- The top 5 factors most city officials reported as a benefit to becoming a SMART City were: cost savings to city operations (85%), improved quality of life (79%), connectivity with citizens (74%), economic prosperity (66%), and greater collaboration between departments and units (47%).
- The top 5 factors that would hinder these municipalities from becoming a SMART City included: cost of implementation and financial constraints (89%), not knowing where to start (51%), no master plan (36%), existing legacy/infrastructure (36%), and financial sustainability (32%).
- The final key takeaway, 43% of the city officials believed that becoming a SMART City could help improve their internal processes.

Detailed analysis of these findings is presented in the subsequent pages of this report.

## *A Study of Small to SMART City Assessment Results*

### *Introduction*

The City of Seat Pleasant is a small community located in Prince George's County, Maryland situated on the east edge of Washington, DC. According to the 2010 U.S. Census, Seat Pleasant population totaled 4,542 people, 1,650 households, and 1,135 residing families. As of 2018, Seat Pleasant reports a growing population of 4% totaling 4,721 citizens, a median age of 32.9, and a median household income of approximately \$52,000. Blacks represents 86.3% of its citizens, followed by 11.6% Hispanic, 1.2% White, and less than 1% other. Residents speak more than 20 languages, including Spanish, African dialects, Indo-European, and French.

The city is governed by a mayor-council government structure in which both the mayor, who holds strong administrative power, and seven council members are elected by the citizens to serve a four-year term. The governing body adopts all ordinances and resolutions and determines the general goals and policies of the city.

### *Transforming Seat Pleasant into a SMART City*

Currently, Mayor W. Eugene Grant is serving in his fourth term as the mayor of Seat Pleasant, making him the longest serving mayor in the city's history. One of Mayor Grant's most notable accomplishments has been his forward leadership in transforming Seat Pleasant into a SMART City to deliver improved and more efficient communication and services to his constituents. As reported on the city's web page:

"Seat Pleasant is leveraging the latest technological advances and deploying smarter, cloud and cognitive solutions. Seat



Photo adopted from: <https://www.facebook.com/cityofseatpleasant/photos/>

Pleasant's comprehensive solution stack is called the Center for Government Synergism (CGS) and includes the 'My Seat Pleasant' mobile app and IBM's Intelligent Operations Center (IOC). These cloud-based solutions are providing personalized experiences while optimizing program delivery and outcomes for the city's constituents. The CGS was developed based on input from key stakeholders and the actual beneficiaries of the solution such as city leaders, employees, and residents. It was developed with the goal of addressing the challenges faced by cities and municipalities across the United States, including many of the challenges identified by the Maryland Municipal League's member cities.

The 'My Seat Pleasant' app is a public-facing mobile application providing direct benefits to Seat Pleasant residents, businesses, and city employees. This mobile application provides a host of features, including (but not limited to) service requests, a library of city codes,



a city document library, a city directory, on-demand broadcast (push) notifications, garbage/recycling and snow removal schedules, city job listings, online payments, events and activities listings. Additionally, the app features a natural language question and answer cognitive assistant that leverages IBM Watson advanced machine learning models.

The CGS empowers Seat Pleasant city leaders by providing a wholistic, operational view of the city across all departments. Initially, the IOC is connecting the Department of Public Works, Code Enforcement, and Police Department with real-time information to facilitate cross-department decision making, coordination of events, communication, and collaboration. This will support improvements in operational efficiency, public safety and the quality of service to citizens.” (Source: [https://seatpleasantmd.gov/smart-city/#nation\\_of\\_smart\\_cities](https://seatpleasantmd.gov/smart-city/#nation_of_smart_cities))

### Promoting a Nation of SMART Cities

“Recognizing that most Americans live in smaller communities, Seat Pleasant, envisioned not only becoming the first small municipality to embrace [the] Smarter City concepts for the benefit of its constituents, but also becoming the first to employ a shared services model to extend these benefits to neighboring communities in a business model which could eventually scale across the county, the state, and even nation-wide.

Seat Pleasant is joining other Smart Cities who use data and technology to improve outcomes in security, safety, resilience, and social services. What makes Seat Pleasant unique is that [they] are a small municipality with the bold vision to deliver services that were previously limited to much larger cities at a fraction of the cost and thus eliminating the main barrier to entry for small municipalities (e.g. affordability).” (Source: [https://seatpleasantmd.gov/smart-city/#nation\\_of\\_smart\\_cities](https://seatpleasantmd.gov/smart-city/#nation_of_smart_cities))

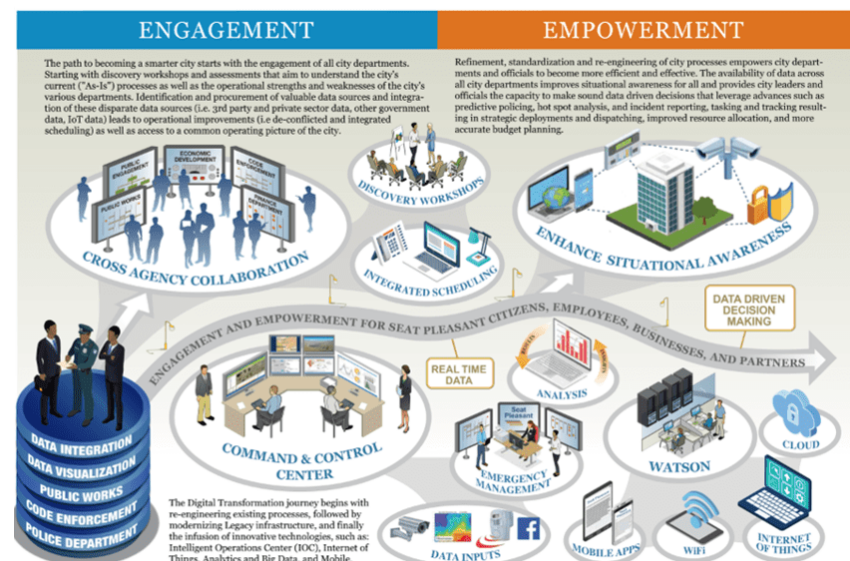


Photo adopted from: <https://seatpleasantmd.gov/>

Mayor Grant and the City of Seat Pleasant partnered with IBM over a three-year period to design a model for small cities (<15,000) around the globe to become a SMART City and to participate in optimal efficiency standards for its constituents. The partnership has developed, recognized, and introduced Seat Pleasant as a model SMART City for other small municipalities. Through this partnership, they have developed a marketable subscription-based platform in which other communities can utilize. As a first step towards advancing a SMART City model unique to small cities, Seat Pleasant contracted Precise Data Consulting, LLC to facilitate and analyze a municipality needs assessment. In consultation with Seat Pleasant administration, Precise Data developed a 25-item questionnaire to gather specific information to address the unique needs of small municipalities.

## SMART City Assessment

The “From Small to SMART City Questionnaire” was made available to 1,960 municipalities in population size of 2,500 to 15,000 based on the 2010 U.S. Census Report. Twenty states from the eastern and southern hemispheres of the United States were invited to participate: AL, CT, DE, FL, GA, LA, ME, MD, MA, MS, NH, NJ, NY, NC, PA, SC, TN, VT, VA, and WV. Rhode Island was excluded as their municipalities did not meet the criteria described. The purpose of the questionnaire was to gauge the perspective of city officials (e.g., mayors, city managers, councilman, etc.) from small municipalities on the issues, needs, and lack of resources that stifle the economic growth of their cities and towns.

### Data Collection Phase

Over a 4-week span, several methodologies were used to administer the questionnaire in phases. During the first phase of data collection, an email invitation via QuestionPro software was sent to 1,936 city officials. Respondents clicked on the link provided in their email notification to respond to the questionnaire via an electronic device, such as a desktop computer, laptop, or mobile device. Phase 2 and 3 of the data collection process involved 40 survey invitations via LinkedIn, and 63 phone calls. LinkedIn respondents were able to access the survey using the link provided in their InMail notification. Phone calls were conducted by students from the University of Arkansas Clinton School of Public Service, Little Rock, Arkansas.

A total of 101 city officials responded to the survey invitations—a 5.6% overall response rate. The final counts included 53 (52.5%) completed questionnaire responses and 48 (47.5%) incompletes (dropouts). Exhibit 1 provides a detailed breakdown of the data collection methods and their corresponding rate of response.

The results were analyzed to provide a snapshot of the respondents’ feedback concerning their municipality and interests in becoming a SMART City. The data will offer a baseline measure for the City of Seat Pleasant to develop a SMART City model for small cities. The next section presents the data collection results.

### Exhibit 1. Data Collection Process Results

Email Invitations	Count	Percent
Total Sent	1,936	-----
Received	1,757	90.8%
Bounced	143	7.4%
Unsubscribed	36	1.9%
Total Times Viewed	793	-----
Started	93	5.3%
Completed	47	50.5%
Dropouts	46	49.5%
Reminders Sent	3	-----
<b>LinkedIn via InMail</b>		
Total Sent	40	-----
Total Viewed	N/A	-----
Started	1	2.5%
Completed	1	100.0%
Dropouts	0	0.0%
<b>Phone Surveys</b>		
Total Hours Spent	10	-----
Total Calls	63	-----
No Answer	16	25.4%
Left Voicemail	31	49.2%
Total Answered	16	25.4%
Emailed Link	6	37.5%
Refused	3	18.8%
Started	7	43.8%
Completed	5	71.4%
Dropouts	2	28.6%
<b>Total Started</b>	<b>101</b>	<b>5.6%</b>
<b>Total Completed</b>	<b>53</b>	<b>52.5%</b>
<b>Total Dropouts</b>	<b>48</b>	<b>47.5%</b>



## Results

### Respondents

#### Q1. Please select your state.

- Fifty-three (53) officials from 14 states responded in its entirety to the From Small to SMART City Questionnaire.
- Pennsylvania had the highest number (8) of municipalities to respond to the survey request as shown in Exhibit 2.

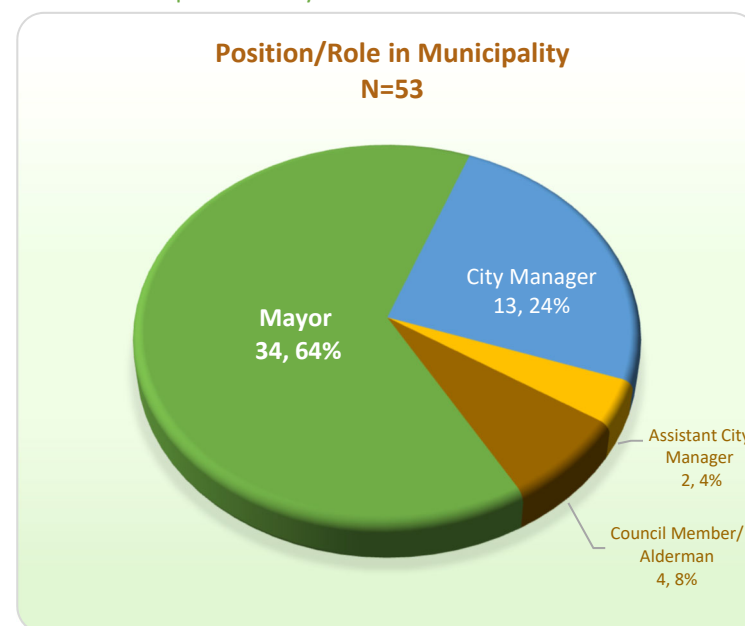
Exhibit 2. Respondents by State.

State	Count	Percent
Alabama	5	9.4%
Connecticut	0	0.0%
Delaware	1	1.9%
Florida	6	11.3%
Georgia	4	7.5%
Louisiana	3	5.7%
Maine	0	0.0%
Maryland	5	9.4%
Massachusetts	0	0.0%
Mississippi	1	1.9%
New Hampshire	2	3.8%
New Jersey	4	7.5%
New York	3	5.7%
North Carolina	5	9.4%
<b>Pennsylvania</b>	<b>8</b>	<b>15.1%</b>
Rhode Island	----	----
South Carolina	0	0.0%
Tennessee	3	5.7%
Vermont	0	0.0%
Virginia	3	5.7%
West Virginia	0	0.0%
<b>Total</b>	<b>53</b>	

#### Q2. Which position best describes your role within your municipality?

- Respondents consisted of:
  - Mayors, including Vice and Deputy Mayors: 34 (64%),
  - City and Assistant City Managers: 15 (28%), and
  - Council/Alderman members: 4 (8%) (see Exhibit 3).

Exhibit 3. Respondents by Role.

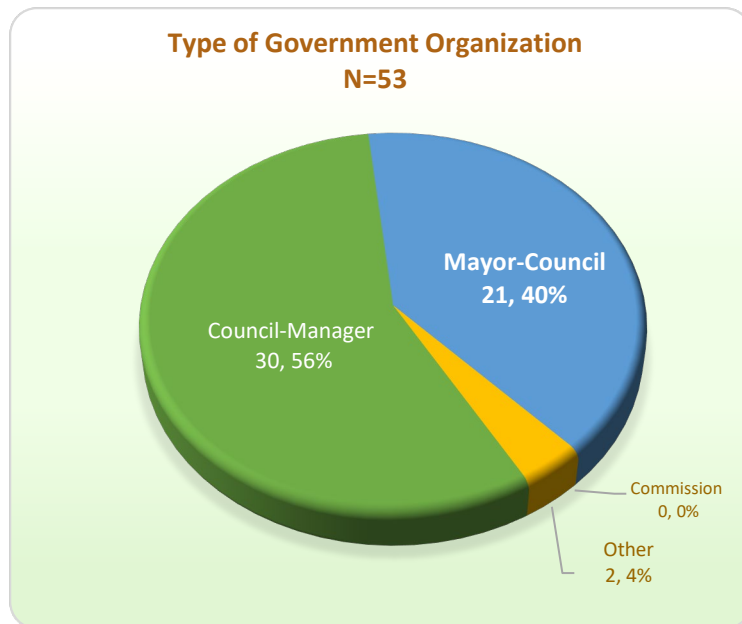


### Municipality Overview

#### Q3. Which structure best describes your type of city government organization?

- Fifty-six percent (56%) of the respondents were from municipalities that have a Council-Manager structure (see Exhibit 4).
- Forty percent (40%) of the respondents were from municipalities governed by Mayor-Council structures.
- No respondents were from Commission type structures.
- Other structures noted by officials were: Commission-City Administrator and Mayor-Aldermen.

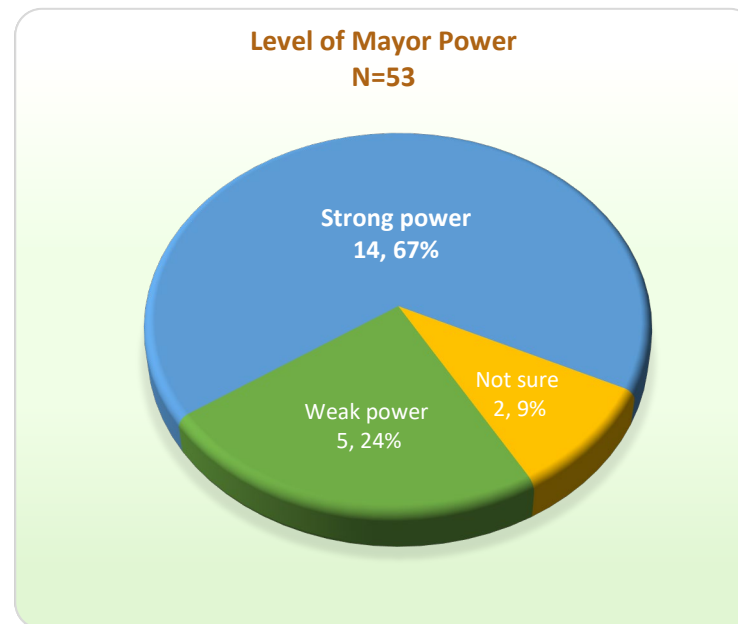
Exhibit 4. Type of Government Organization.



#### Q3a. In your municipal charter, which level of power does the mayor manage?

- The 21 officials who identified their government structure as Mayor-Council were asked to rank the mayor's level of power.
- Sixty-seven percent (67%) of those in a Mayor-Council structure reported the mayor as having strong power (see Exhibit 5).
- Twenty-four percent (24%) reported the mayor as having weak power.
- Two respondents were not sure of their mayors' level of power.

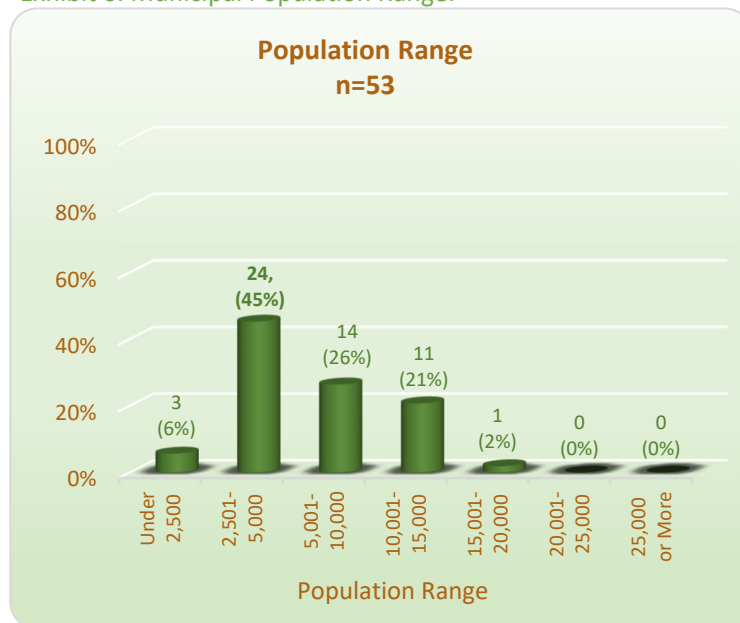
Exhibit 5. Mayor Level of Power.



**Q4. Which range best describes your city's populations?**

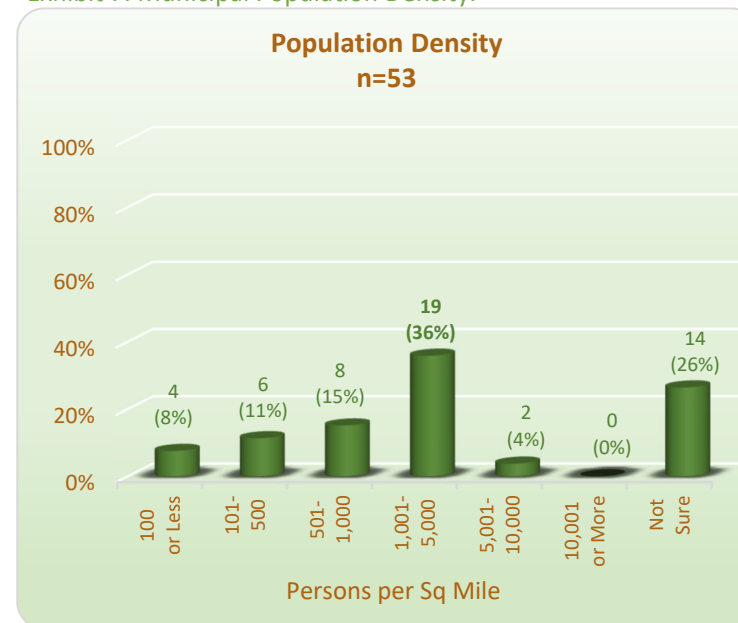
- Most of the respondents were from municipalities with a population size of 10,000 or less as shown in Exhibit 6.
- Twenty-four percent (24%) selected a population range of 2,501-5,000.
- Twenty-one percent (21%) indicated a population range of 10,001-15,000.
- As few as 6% were from cities of 2,500 citizens or less, and one respondent (Fairborn, GA) indicated a population size between 15,001 to 20,000.

Exhibit 6. Municipal Population Range.

**Q5. What is your city's population density (persons per square mile)?**

- Population density varied from 100 or less people per square mile to as many as 5,001 to 10,000 people per square mile (see Exhibit 7).
- Twenty-six percent (26%) of the respondents were not sure of their city's population density.
- Thirty-six (36%) indicated a population density range of 1,001 to 5,000 person per square mile.
- As little as 8% of the municipalities represented have 100 persons or less per square mile.

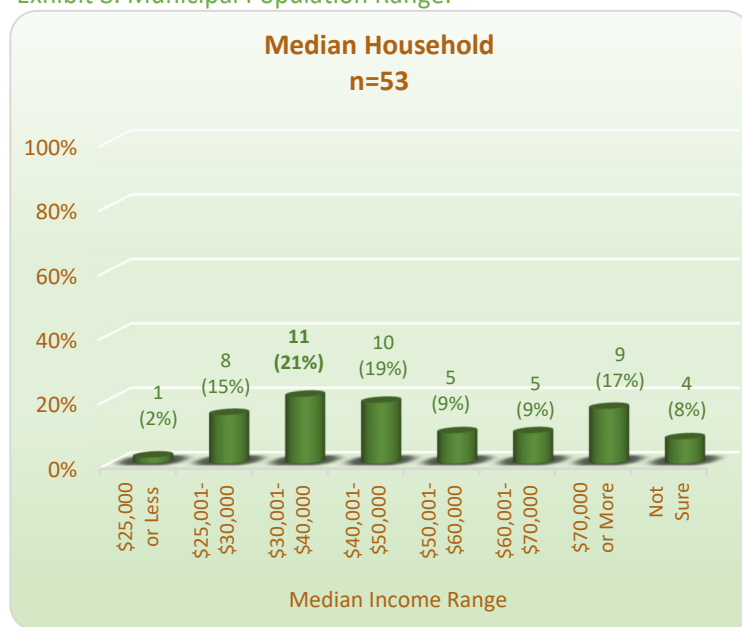
Exhibit 7. Municipal Population Density.



**Q6. What is the median income range of your city?**

- Median household income varied across municipalities (see Exhibit 8).
- The highest percent (21%) of respondents indicated a median household income range of \$30,001 to \$40,000.
- The second highest (19%) indicated a median household income range of \$40,001 to \$50,000, followed by 17% who indicated \$70,000 or more.
- Eight percent (8%) of the city officials indicated that they were not sure of their city's median household income.

Exhibit 8. Municipal Population Range.

**Q7. Please provide an approximation of your city's demographic for each racial/ethnic group.**

- When asked to indicate the racial and ethnic composition of their municipality, 70% of the respondents indicated Whites represented the make-up of their citizenship by 51% or higher.
- Forty-nine percent (49%) of the city officials reported a population of 0-10% for Blacks/African Americans.
- Two respondents reported a high percentage (>91%) of Black/African American population: Tuskegee, AL and Glenarden, MD. The Black/African American census for other cities ranged from as few as 11% to as many as 80%.
- For all other ethnic groups, the majority reported a racial make-up of less than 10% as shown in Exhibit 9.

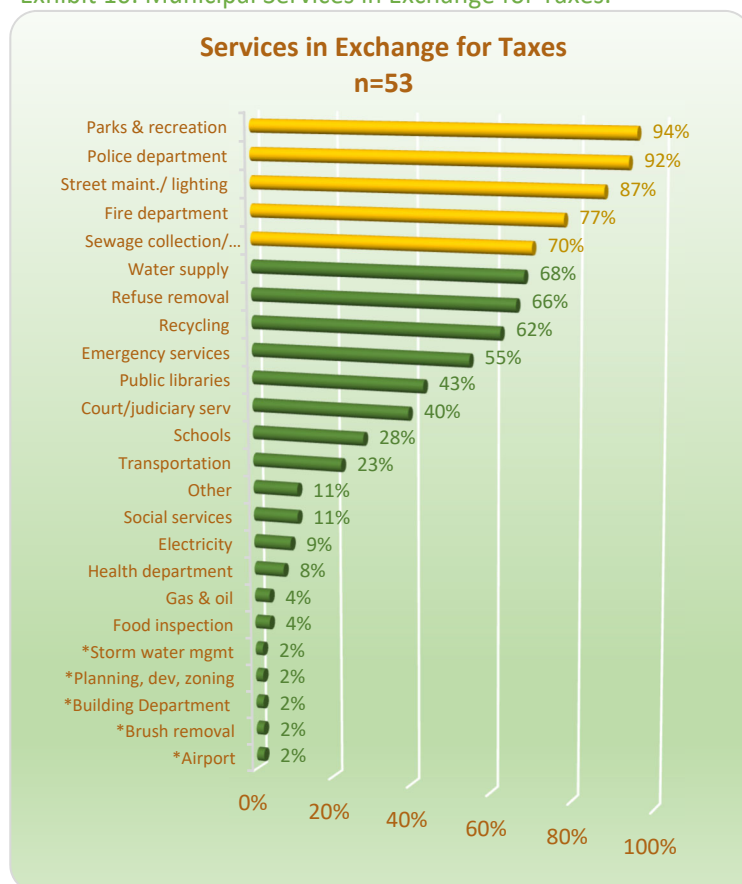
Exhibit 9. Municipal Racial/Ethnic Composition.

Racial Breakdown	Am. Ind. Alaskan	Asian	Black African Am.	Hispanic Latino	Hawaiian Pacific Islander	White	Other
91-100%	----	----	2 3.8%	----	----	11 20.8%	----
81-90%	----	----	----	----	----	11 20.8%	----
71-80%	----	----	1 1.9%	----	----	6 11.3%	----
61-70%	----	----	1 1.9%	----	----	4 7.6%	----
51-60%	----	----	1 1.9%	----	----	5 9.4%	----
41-50%	----	----	2 3.8%	1 1.9%	----	4 7.6%	----
31-40%	----	----	5 9.4%	1 1.9%	----	2 3.8%	----
21-30%	----	----	4 7.6%	1 1.9%	----	1 1.9%	1 1.9%
11-20%	----	2 3.8%	7 13.2%	7 13.2%	----	1 1.9%	2 3.8%
0-10%	39 73.6%	40 75.5%	26 49.1%	36 67.9%	34 64.2%	3 5.7%	25 47.2%
Null or N/A	14 26.4%	11 20.8%	4 7.5%	7 13.2%	19 35.8%	5 9.4%	25 47.2%

**Q8. Which municipal services does your city provide in exchange for taxes? (Check all that apply)**

- Nearly all the city officials (94%) reported that their city provides parks and recreation services in exchange for taxes (see Exhibit 10).
- As well, 92% indicated their municipality provides a police department, street maintenance/lighting (87%), a fire department (77%), and sewage collection/disposal (70%).

Exhibit 10. Municipal Services in Exchange for Taxes.

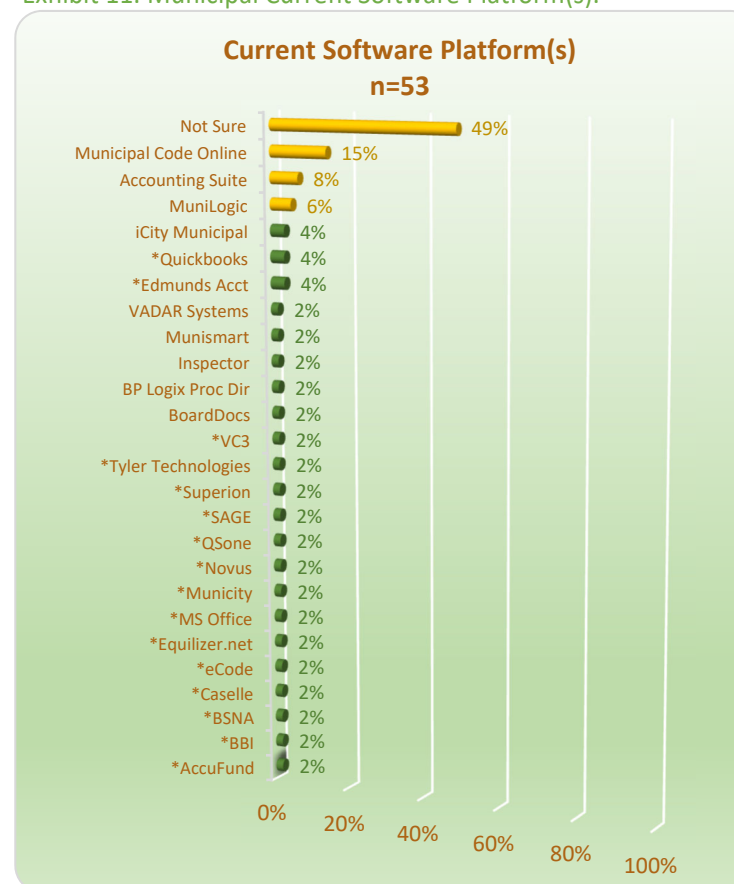


\*Indicates 'Other' responses provided by respondents.

**Q9. Which government software platform(s) does your municipality currently use? (Check all that apply)**

- Many of the city officials (49%) were not sure of current government software platforms, if any, utilized by their municipality.
- Exhibit 11 lists 25 different software platforms officials indicated in their responses.

Exhibit 11. Municipal Current Software Platform(s).



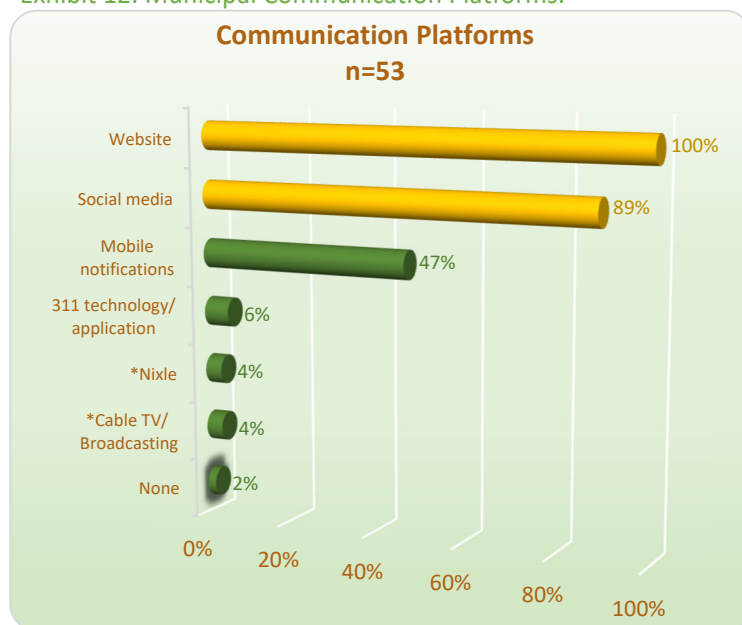
\*Indicates 'Other' responses provided by respondents.



**Q10. Does your city utilize any of the following communication platforms? (Check all that apply)**

- According to Exhibit 12, all the municipalities represented in this study utilize a website as a communication platform.
- As many as 89% utilize social media and 47% noted use of a mobile notification platform, including Nixle.
- A small percent (6%) of respondents reported that their city uses a 3-1-1 technology/application.
- Reportedly, two municipalities use Cable TV/broadcasting.

Exhibit 12. Municipal Communication Platforms.

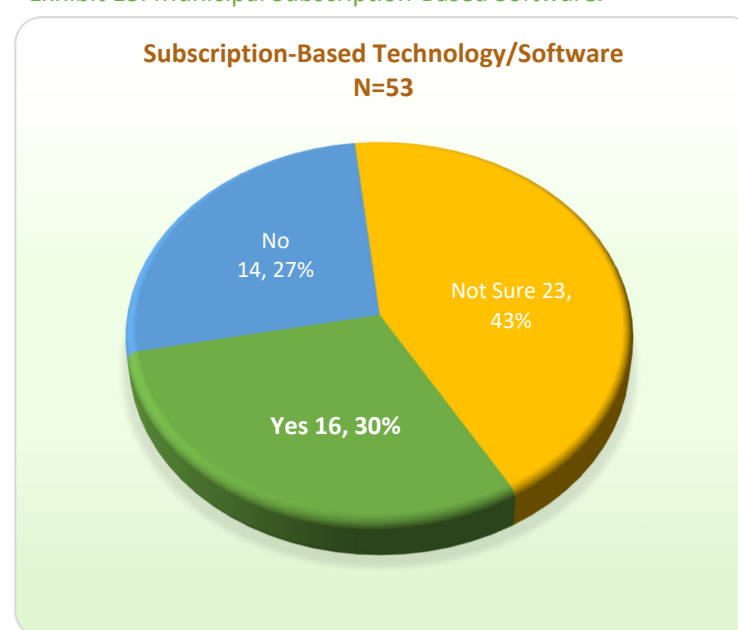


\*Indicates 'Other' responses provided by respondents.

**Q11. Does your city currently use any subscription-based technology/software suites?**

- Regarding subscription-based technology/software, 43% of the city officials indicated they were not sure if their municipality currently use any (see Exhibit 13).
- Thirty percent (30%) indicated 'yes' to currently using a subscription-based technology/software. See the list of software below.
- The remaining 27% indicated 'no' to any subscription-based technology/software.

Exhibit 13. Municipal Subscription-Based Software.



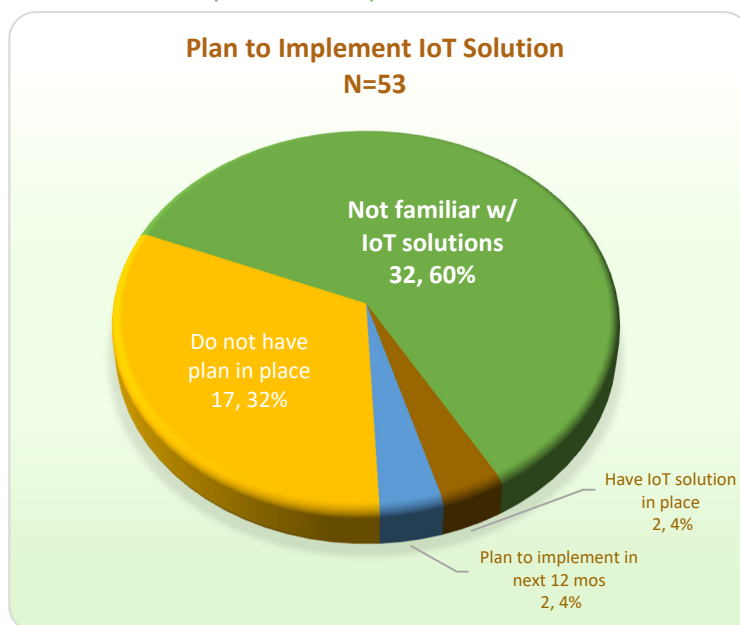
**If yes, what?**

- |            |                  |                    |
|------------|------------------|--------------------|
| • Accela   | • Adobe InDesign | • Agenda Mngr      |
| • Cable TV | • CivicPlus      | • Microsoft Office |
| • MuniCode | • Visual Alert   | • zCivic           |

**Q12. Does your city currently have, or plan to implement any Internet of Things (IoT) solutions?**

- When asked if their city has or plans to implement an IoT plan, as shown in Exhibit 14, many of the respondents (60%) noted they were not familiar with IoT solutions.
- Thirty-two percent (32%) of the city officials indicated not having an IoT plan in place.
- Two respondents: Columbia, PA and Blakely, GA disclosed that they have an IoT solution in place.
- Respondents from Enfield, NC and Brewton, AL reported plans to implement an IoT solution within the next 12 months.

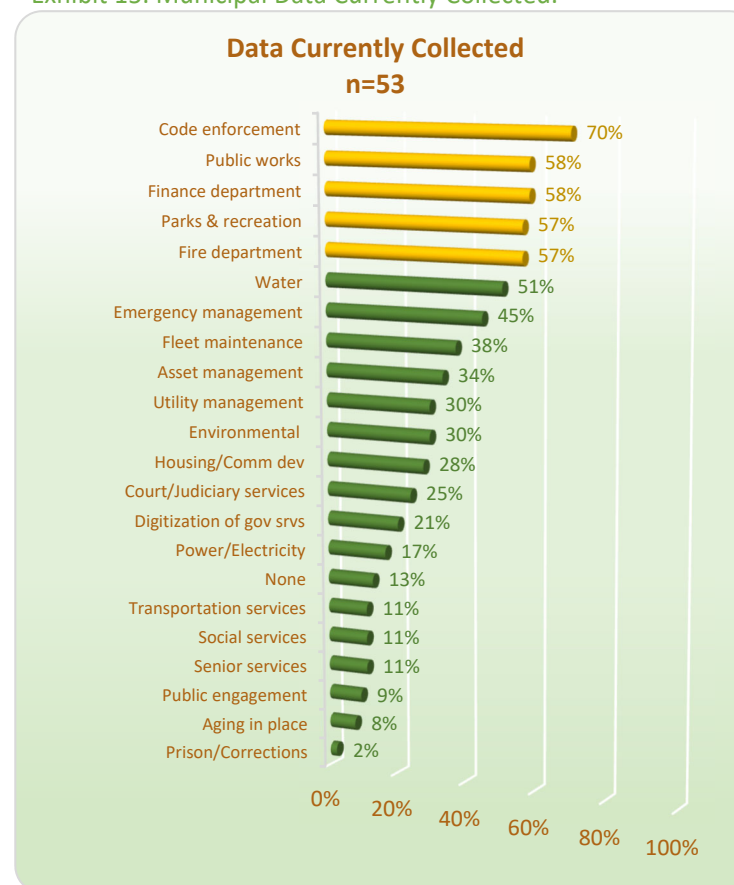
Exhibit 14. Municipal Plan to Implement IoT Solution.



**Q13. Does your city currently collect data on any of the following?**  
(Check all that apply)

- Code enforcement showed to be the data collected by most municipalities (70%).
- As shown in Exhibit 15, many of the municipalities also collect public works, finance department, parks and recreation, and fire department data (57-58%).
- Prison/Corrections was the data least collected.

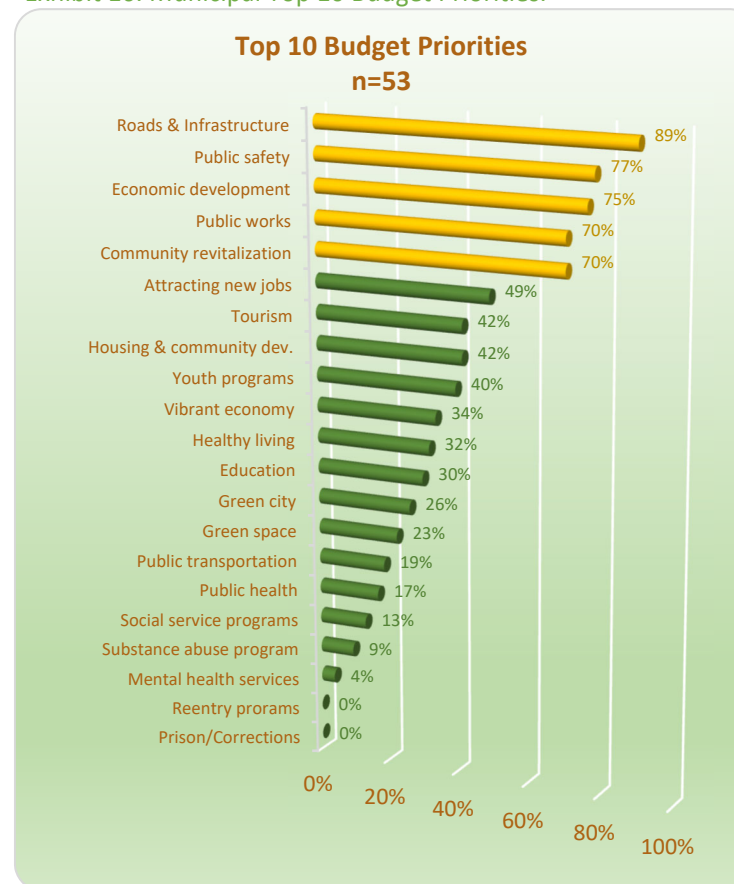
Exhibit 15. Municipal Data Currently Collected.



**Q14. Using the list below, select up to ten (10) budget priorities for your municipality and rank them from #1 being your most important down to your least important.**

- The top 5 budget priorities for many of the municipalities proved to be:  
 #1 -Roads and infrastructure (89%),  
 #2 -Public safety (77%),  
 #3 -Economic development (75%),  
 #4 -Public works (70%), and  
 #5 -Community revitalization (70%).
- Mental health services (4%) ranked the lowest as a top budget priority.
- None of the city officials selected prison/corrections or reentry programs as a budget priority for their municipality.

Exhibit 16. Municipal Top 10 Budget Priorities.



**Q15. What are the top five (5) key strategic priorities for your municipality?**

- Top key strategic priorities varied greatly among municipalities. A list of responses is provided below in Exhibit 17.
- Improving roads and infrastructures (26) and economic development (19) were the strategic priorities listed most often.

Exhibit 17. Municipal Key Strategic Priorities.

Key Strategic Priorities	Count	Key Strategic Priorities	Count
Affordable Housing	2	Infill Redevelopment	1
Affordable Utility Bills	1	Introducing Innovation & Technology	1
Attracting Commercial & Industrial Businesses	1	Jobs & Job Creation	9
Attracting New Businesses/Stores	2	Keep Manufacturing & Commercial Businesses in Town	1
Attracting Warehousing, Manufacturing Jobs	1	Keeping Taxes Low & Lower Taxes	6
Balancing Affordability	1	Keeping Young People in Town	1
Beautification of Public Spaces	1	Land Use & Future Space Needs	2
Bike & Pedestrian Safety	2	Landlord Ordinance Improvement	1
Blighted Property Rehabilitation	2	Main Street Streetscape Project	1
Build A New Public Safety Building	1	Maintaining Real Estate Tax Level	1
Business Growth & Development	3	Making the Town an Enjoyable Place to Live	1
Business & Job Training	2	Municipal Annexation & Growth	1
Cleaning of Derelict Properties	1	Municipal Financial Budgeting/Long Range Planning	1
Communication with Residents	1	Neighborhood Preservation/Revitalization	2
Community Development	3	New Industry	1
Complete Comprehensive Plan Process	1	Park & Recreations Improvements/Master Plan/Events	7
Continued Growth in Both Tourism & Residential	1	Planning & Zoning	1
Control the Budget	1	Police	2
Customer Service/ Making Government More User Friendly	2	Preserve Green Space	1
Dealing with Abandoned & Derelict Housing	1	Proactive Citizen Engagement	1
Dealing with Dilapidated Downtown Buildings	1	Provide Services for Citizens	2
Determine Downtown Location for Business Incubator	1	Providing Quality Services	1
Don't Raise Taxes but Make Cuts in Services (council doing)	1	Public Health	1
Downtown Redevelopment/Revitalization	5	Public Safety (i.e., Police, Fire, EMS)	9
Drug & Alcohol Addition	1	Public Works Management	3
Economic Development (i.e., downtown, bus. dist., main street vibrancy)	19	Quality Environment	1
Economic, Housing & Community Development	1	Quality of Life Services	3
Education & Education/Workforce	7	Reactivate Our Downtown	1
Enforce Housing/Zoning Code	1	Redevelopment	1
Environmental Stewardship/Environmental Sustainability	2	Redevelopment of Existing Properties	1
Expand Dogwood Hills Park with Amphitheatre	1	Redevelopment to Support Tourism	1
Expansion of Municipal Public Works Building	1	Reduced Government	1

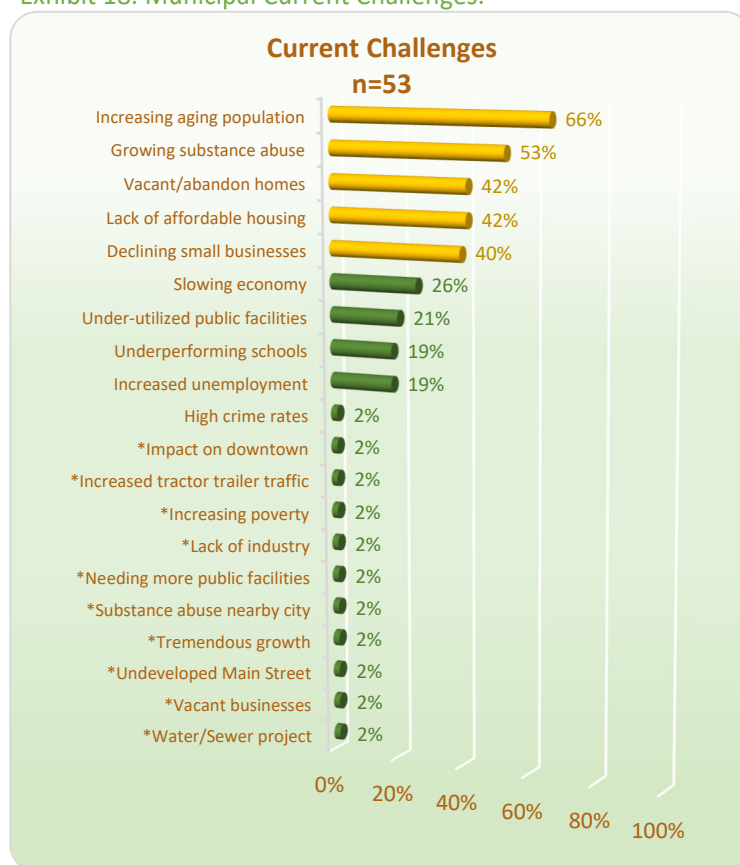
Key Strategic Priorities	Count	Key Strategic Priorities	Count
Expenses	1	Reduction of Traffic Congestion	3
Explore More Shared Services	1	Regionalization	1
Fill Empty Building	1	Reliable Delivery of Utilities	1
Financial Stability/Financial Reserves/Financial Strength	3	Renovation of Town Facilities	1
Fire/Rescue	1	Replacing Outdated Steel Water Lines	1
Fiscal Conservative	1	Replacing Sewage Lift Stations & Lines	1
Flooding & Drainage	1	Retail Businesses	1
Fund Balance Management	1	Revitalization of City/Downtown	2
Goal Setting	1	Roads/Infrastructure Improvements & Maintenance	26
Government Efficiency (i.e., going paperless)	3	Senior Services/Elderly Programs	2
Green Building & Power	1	Sewer/Water Maintenance/Upgrades/Repairs/Projects	4
Health	1	Sewer Capital I&I Removal Plan	1
Healthy Conservative Growth	1	Sewer System Infrastructure	1
Historical Preservation	2	Shared Services	1
Housing (i.e., housing for low to moderate income)	4	Stormwater	1
Image	1	Street & Bridge Replacement	1
Improve Appearance of Downtown	1	Tax Rate Stabilization	1
Improve Environmental Quality	1	Tourism	3
Improve Park & Open Space Area	1	Transparency	1
Improve Property Maintenance Ordinances	1	Transportation	1
Improve Quality of Life	1	Update Equipment	1
Improve the Arts	2	Vibrant Community	1
Improve/Provide Positive Economic Development	2	Water System Quality/Infrastructure	4
Improve Governance & Public Services	1	Wireless Broadband System/Internet Availability	2
Increase & Improved Water/Sewage Capacity	1	Workforce Development/Readiness	2
Increase in Staffing of Police & Fire Departments	1	Workforce Housing	1
Increase Pay for Town Workers	2	Youth Retention/Recreation	1
Increase Revenue	1	Youth Serves/Development/Programs/Engagement	6
Increase Tax Base	2		



**Q16. Is your city experiencing any of the following challenges?**  
(Check all that apply)

- An increasing aging population was the #1 challenge 66% of the city officials reported that their municipality is currently experiencing (see Exhibit 18).
- Fifty-three percent (53%) indicated growing substance abuse as a challenge for their city, followed by vacant or abandon homes, lack of affordable housing, and declining small businesses (42%, 42%, and 40% respectively).

**Exhibit 18. Municipal Current Challenges.**



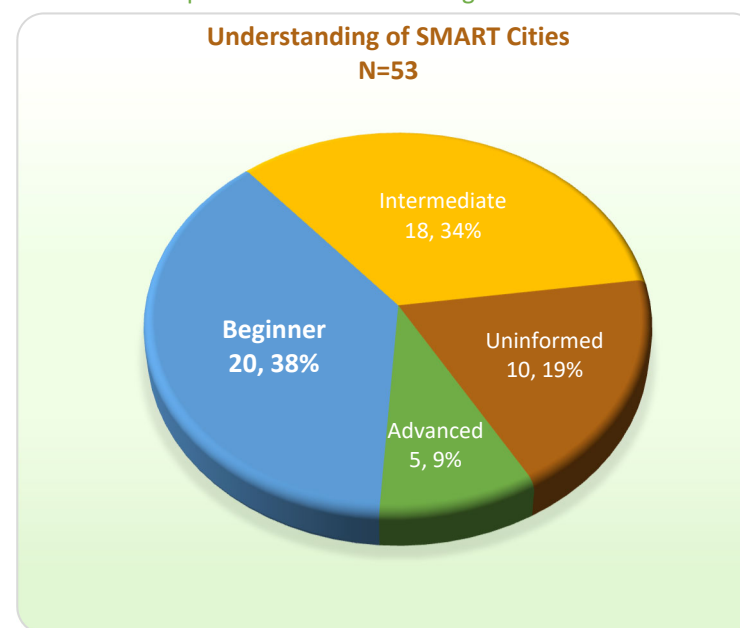
\*Indicates 'Other' responses provided by respondents.

*Becoming a SMART City*

**Q17. What is your level of understanding of a SMART City?**

- Many of the city officials (57%) indicated either being uninformed or at the beginner level of understanding the SMART City concept (see Exhibit 19).
  - Uninformed = 19%
  - Beginner = 38%
- Thirty-four percent (34%) reported their level of understanding to be at the 'intermediate' level.
- The remaining 9% believed they are at an 'advanced' level of understanding.

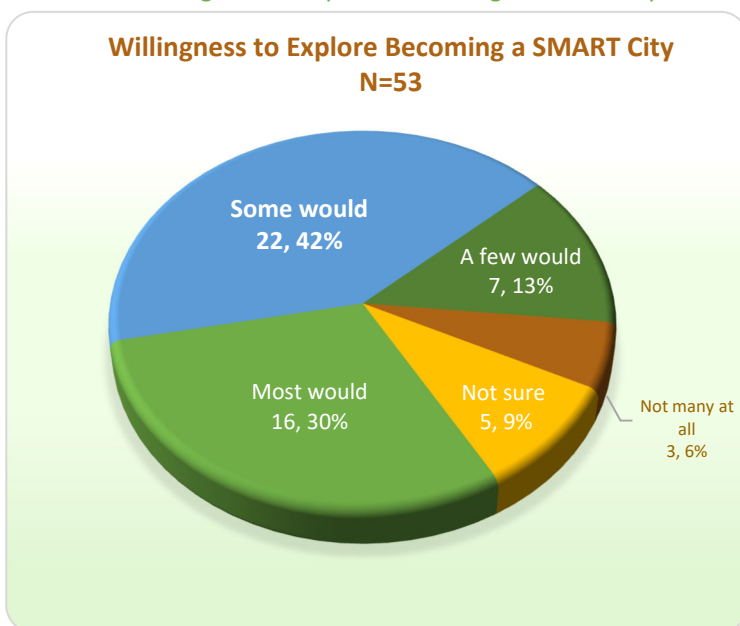
**Exhibit 19. Respondents' Understanding of SMART Cities.**



**Q18. To what extent, do you believe your leadership would be willing to explore becoming a SMART City?**

- In Exhibit 20 it shows that 85% indicated they believed (to some extent) that their leadership would be willing to explore becoming a SMART City.
- Thirty percent (30%) of the officials noted they believed 'most' of their leadership would be willing, and 42% noted that 'some' would be willing.
- A few officials (6%) reported 'not many at all' of their leaders would be willing to explore becoming a SMART City: Freemansburg and Lewistown, PA and La Plata, MD.

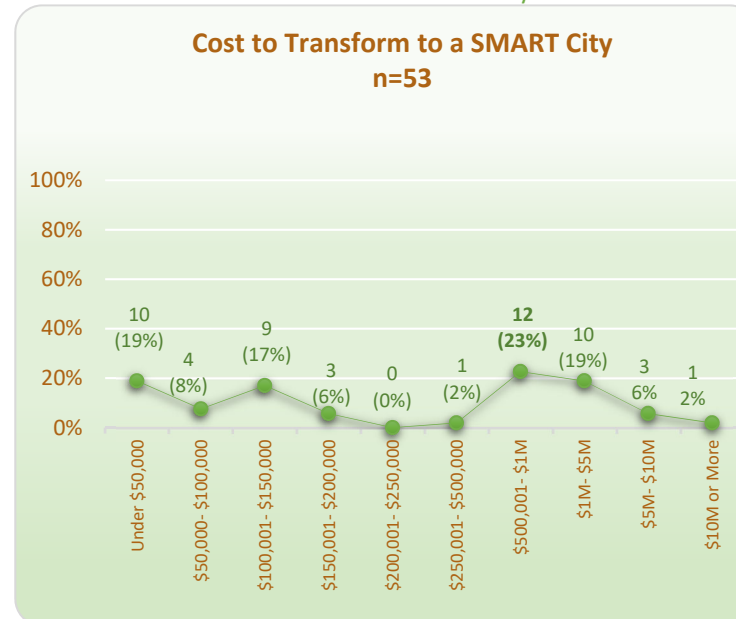
Exhibit 20. Willingness to Explore Becoming a SMART City.



**Q19. Based on what you currently know about SMART Cities, how much do you think it would cost to transform your city into a SMART City?**

- Fifty percent (50%) of the respondents tended to think the cost to transform to a SMART City would be under \$200K, while the other 50% believed the cost would be over \$500K.
- Nineteen percent (19%) of the city officials indicated the cost would be under \$50K, while as many as 17% believed the cost would be between \$100-\$150K.
- In contrast, 23% indicated the cost to be between \$500K-\$1M, whereas 19% were noted in the \$1M-\$5M range.
- One respondent reported the cost to transform to a SMART City to be \$10M or more (see Exhibit 21).

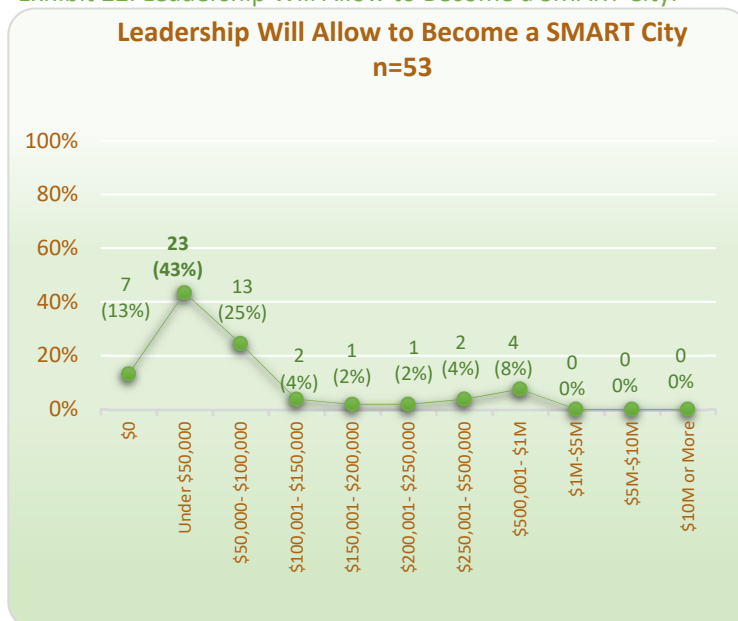
Exhibit 21. Cost to Transform to a SMART City.



**Q20. Based on your average annual budget, what is your best guess at what your leadership will allow for becoming a SMART City?**

- When asked what they believed their leadership will allow to become a SMART City, 43% noted under the \$50K range (see Exhibit 22).
- Twenty-five percent 25% indicated their leadership would allow up to \$100K.
- Several officials (7%) do not believe their leadership would allow any amount (\$0) in the budget to become a SMART City.

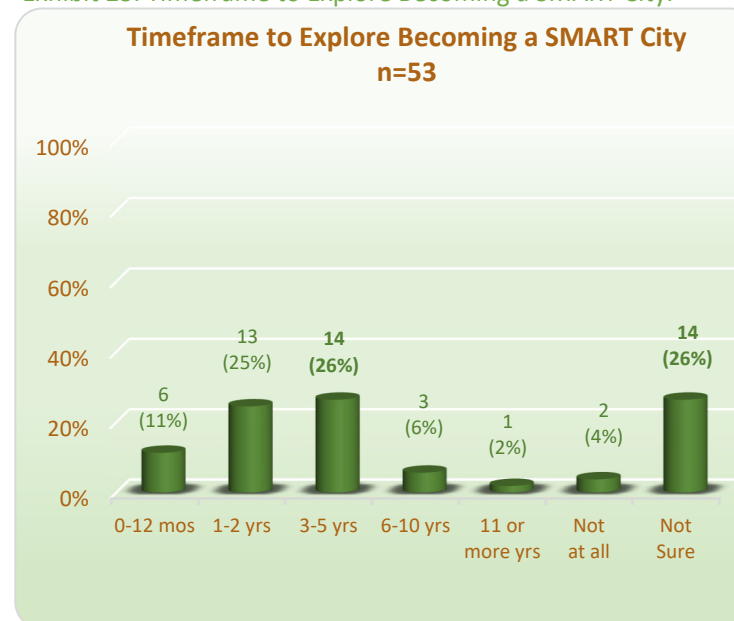
Exhibit 22. Leadership Will Allow to Become a SMART City.



**Q21. In what timeframe do you anticipate your leadership actively exploring becoming a SMART City?**

- Many of the city officials (62%) reported their timeframe to actively explore becoming a SMART City to be within the next five years (see Exhibit 23).
- Thirty-six percent (36%) anticipated they will actively explore becoming a SMART City within the next 2 years.
- Meanwhile, 26% were not sure of the timeframe in which their leadership would be willing to explore transforming to a SMART City.

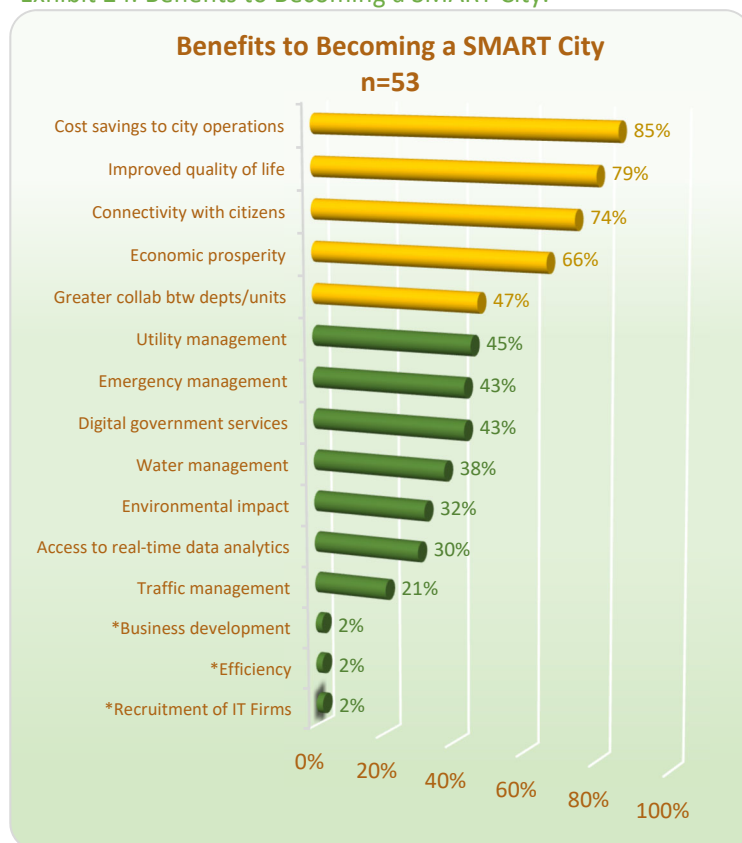
Exhibit 23. Timeframe to Explore Becoming a SMART City.



**Q22. What benefits would encourage or inspire you to pursue becoming a SMART City? (Check all that apply)**

- The top 5 factors reported as a benefit to becoming a SMART City are shown below in Exhibit 24.
  - #1 - Cost savings to city operations (85%)
  - #2 - Improved quality of life (79%)
  - #3 - Connectivity with citizens (74%)
  - #4 - Economic prosperity (66%)
  - #5 - Greater collaboration between departments (47%)

Exhibit 24. Benefits to Becoming a SMART City.

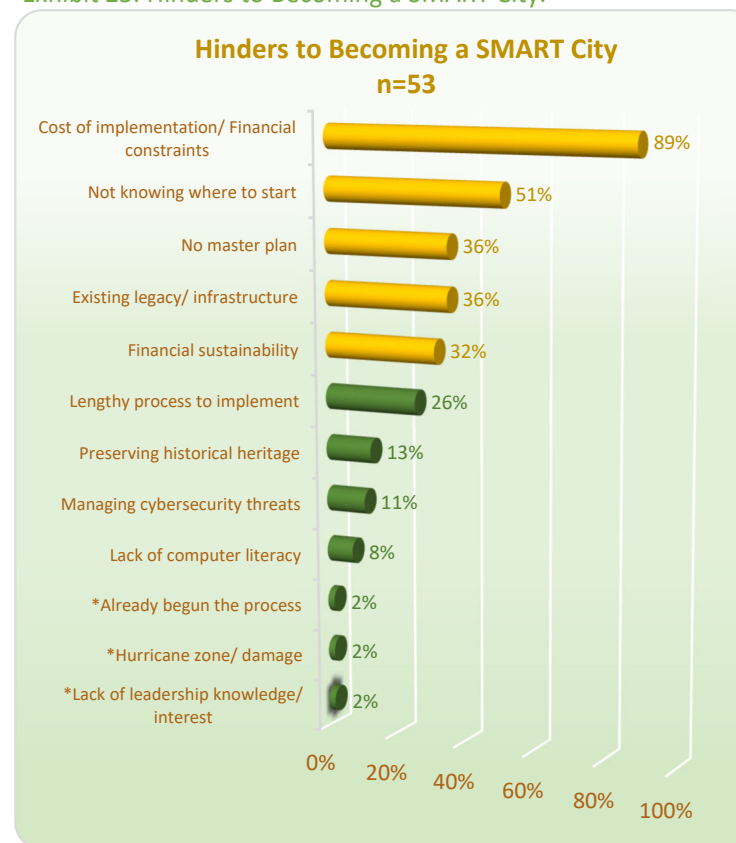


\*Indicates 'Other' responses provided by respondents.

**Q23. What are some factors have or could hinder(ed) your city from becoming a SMART City? (Check all that apply)**

- The top 5 factors reported as a hinder to becoming a SMART City are shown below in Exhibit 25.
  - #1 - Cost of Implementation/financial constraints (89%)
  - #2 - Not knowing where to start (51%)
  - #3 - No master plan (36%)
  - #4 - Existing legacy/infrastructure (36%)
  - #5 - Financial sustainability (32%)

Exhibit 25. Hinders to Becoming a SMART City.

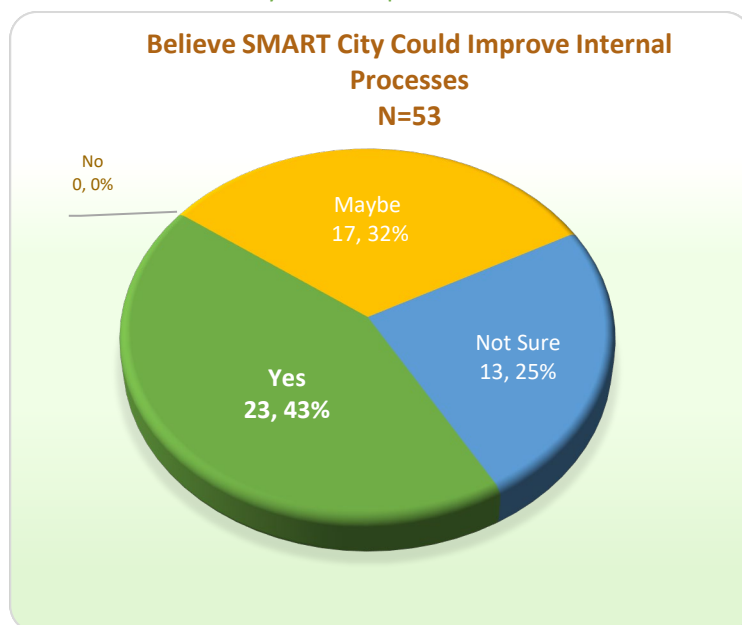


\*Indicates 'Other' responses provided by respondents.

**Q24. Do you believe becoming a SMART City could help improve internal processes?**

- The data showed that 43% of the city officials believed that becoming a SMART City could help improve internal processes (see Exhibit 26).
- Thirty-two percent (32%) indicated they believed becoming a SMART City could 'maybe' improve internal processes.
- The remaining 25% reported they were not sure if becoming a SMART City would help improve internal processes.
- None of the city officials indicated 'no' to believing SMART Cities could improve processes.

Exhibit 26. SMART City Could Improve Internal Processes.



**Q25. May we contact you in the future? If so, please provide your contact information below.**

- Forty-nine percent (49%) of the city officials from 13 states provided contact information to be reached in the future as shown in Exhibit 27.
- Fifty-six percent (56%) of the total mayors and (39%) of all city managers indicated interest in being contacted.
- Equally, city officials who desired to be contacted were from Council-Manager and Mayor-Council structures, with exception of one from a Mayor-Alderman structure.

Exhibit 27. Permission to Contact in the Future.

	Completed Responses	Q25 Count	Q25 Percent
<b>Total</b>	<b>53</b>	<b>26</b>	<b>49.1%</b>
Alabama	5	4	80.0%
Florida	6	1	16.7%
Georgia	4	1	25.0%
Louisiana	3	3	100.0%
Maryland	5	2	40.0%
Mississippi	1	1	100.0%
New Hampshire	2	1	50.0%
New Jersey	4	2	50.0%
New York	3	1	33.3%
North Carolina	5	3	60.0%
Pennsylvania	8	3	37.5%
Tennessee	3	2	66.7%
Virginia	3	2	66.7%
<b>Role</b>			
Mayors	34	19	55.9%
City Managers	13	5	38.5%
Council Mem./Alderman	4	2	50.0%
<b>Government Structure</b>			
Council Manager	30	13	43.3%
Mayor-Council	21	12	57.1%
Other: Mayor-Alderman	2	1	50.0%



## Summary

---

Overall, the Seat Pleasant, MD 'From Small to SMART City Questionnaire' had a response rate of around 5%. The total number of completed responses were fifty-three (53) participants from fourteen (14) states, who were identified as mostly mayors (64%).

Many of the top key budget priorities, such as roads and infrastructure, public safety, and economic development were aligned to the list of top key strategic priorities provided by city officials. As well, economic development, a key budget and strategic priority was directly related to the top-ranking challenges many of the municipalities reported experiencing, such as increasing aging population, growing substance abuse, vacant/abandon homes, lack of affordable housing, and declining small businesses.

There appeared to be a lack of knowledge among city officials (60%) regarding what an IoT solution is, as well as a lack of general understanding of SMART Cities (57%). While many (62%) indicated their leadership would be willing to explore becoming a SMART City within the next five years, as few as 43% believed their leadership would only allow a budget of up to \$50K. Likewise, *cost of implementation and financial constraints* showed to be the #1 factor that could or has hindered their city from becoming a SMART City. On the same note, *cost savings to city operations* proved to be the #1 factor in which 85% of the officials indicated as a benefit that would inspire them to pursue becoming a SMART City. To that end, 75% believed that becoming a SMART City could (to some extent in part or in whole) improve their internal processes. That being said, twenty-six (26) city officials provided their contact information to be contacted by someone in the future.

## Appendix A: Individual Responses for Q17-Q25

Exhibit 28. Knowledge of SMART City by Individual Responses (Q17-Q21, Q24).

State	City	Q17 – Respondent Level of Understanding	Q18-Leadership Willingness to Explore	Q19-Cost to Transform to SMART City	Q20-Budget Amount Leadership Will Allow	Q21- Anticipated timeframe to Explore SMART City	Q24-Believe SMART City could improve Internal processes
Alabama	Arab	Beginner	Some	Less than \$50,000	Less than \$50,000	Not Sure	Maybe
Alabama	Brewton	Advanced	Most	\$500,001 - \$1M	\$500,001 - \$1M	0-12 months	Yes
Alabama	Montevallo	Intermediate	Some	\$100,001 - \$150,000	\$100,001 - \$150,000	1-2 years	Yes
Alabama	Saraland	Intermediate	Some	Less than \$50,000	Less than \$50,000	1-2 years	Maybe
Alabama	Tuskegee	Beginner	Some	Less than \$50,000	\$50,000 - \$100,000	1-2 years	Yes
Delaware	Smyrna	Beginner	A few	\$50,000 - \$100,000	Less than \$50,000	3-5 years	Not Sure
Florida	Atlantc Beach	Intermediate	Some	\$500,001 - \$1M	\$500,001 - \$1M	6-10 years	Maybe
Florida	Crystal River	Uninformed	Some	\$100,001 - \$150,000	Less than \$50,000	3-5 years	Yes
Florida	Hypoluxo	Uninformed	Not sure	Less than \$50,000	\$50,000 - \$100,000	Not Sure	Not Sure
Florida	Juno Beach	Advanced	Some	\$1M - \$5M	\$50,000 - \$100,000	0-12 months	Yes
Florida	Lake Helen	Uninformed	Not sure	\$500,001 - \$1M	Less than \$50,000	Not Sure	Not Sure
Florida	St. Pete Beach	Beginner	Most	\$5M - \$10M	\$50,000 - \$100,000	1-2 years	Not Sure
Georgia	Blakely	Beginner	Most	\$500,001 - \$1M	\$50,000 - \$100,000	3-5 years	Yes
Georgia	Cuthbert	Uninformed	Some	\$50,000 - \$100,000	Less than \$50,000	1-2 years	Maybe
Georgia	Fairburn	Intermediate	Most	Less than \$50,000	Less than \$50,000	Not Sure	Maybe
Georgia	Harlem	Beginner	Some	Less than \$50,000	Less than \$50,000	Not Sure	Maybe
Louisiana	Iowa	Beginner	A few	Less than \$50,000	\$0	Not Sure	Not Sure
Louisiana	Mandeville	Intermediate	Some	\$100,001 - \$150,000	\$100,001 - \$150,000	1-2 years	Yes
Louisiana	Pearl River	Intermediate	Some	\$150,001 - \$200,000	Less than \$50,000	1-2 years	Yes
Maryland	Denton	Beginner	Most	\$500,001 - \$1M	\$50,000 - \$100,000	3-5 years	Yes
Maryland	Glenarden	Advanced	A few	\$100,001 - \$150,000	Less than \$50,000	Not Sure	Yes
Maryland	La Plata	Beginner	Not many at all	\$50,000 - \$100,000	Less than \$50,000	3-5 years	Maybe
Maryland	Pocomoke City	Intermediate	Most	\$500,001 - \$1M	\$50,000 - \$100,000	1-2 years	Yes
Maryland	Taneytown	Intermediate	A few	\$150,001 - \$200,000	\$0	11 or more years	Maybe
Mississippi	Quitman	Advanced	Some	\$100,001 - \$150,000	Less than \$50,000	1-2 years	Yes
New Hampshire	Lebanon	Advanced	Most	\$1M - \$5M	\$250,001 - \$500,000	0-12 months	Yes
New Hampshire	Lebanon	Intermediate	Not sure	\$100,001 - \$150,000	Less than \$50,000	Not Sure	Not Sure
New Jersey	Flemington	Intermediate	Some	\$100,001 - \$150,000	Less than \$50,000	1-2 years	Maybe

State	City	Q17 – Respondent Level of Understanding	Q18-Leadership Willingness to Explore	Q19-Cost to Transform to SMART City	Q20-Budget Amount Leadership Will Allow	Q21- Anticipated timeframe to Explore SMART City	Q24-Believe SMART City could improve Internal processes
New Jersey	Highlands	Beginner	Some	\$250,001 - \$500,000	\$50,000 - \$100,000	3-5 years	Yes
New Jersey	Magnolia	Intermediate	Some	\$1M - \$5M	Less than \$50,000	Not Sure	Maybe
New Jersey	Woodbury Heights	Uninformed	Not sure	\$1M - \$5M	Less than \$50,000	Not Sure	Not Sure
New York	Dobbs Ferry	Intermediate	Some	\$1M - \$5M	\$200,001 - \$250,000	3-5 years	Yes
New York	Mount Kisco	Intermediate	A few	\$5M - \$10M	\$50,000 - \$100,000	6-10 years	Yes
New York	Saranac Lake	Beginner	Most	\$500,001 - \$1M	\$500,001 - \$1M	0-12 months	Not Sure
North Carolina	Angier	Beginner	A few	\$1M - \$5M	Less than \$50,000	3-5 years	Maybe
North Carolina	Butner	Beginner	A few	Less than \$50,000	\$0	Not Sure	Maybe
North Carolina	Enfield	Beginner	Some	\$5M - \$10M	\$0	3-5 years	Yes
North Carolina	Mount Airy	Uninformed	Most	\$500,001 - \$1M	\$150,001 - \$200,000	1-2 years	Yes
North Carolina	Mount Olive	Beginner	Most	\$500,001 - \$1M	\$0	3-5 years	Yes
Pennsylvania	Columbia	Intermediate	Some	\$500,001 - \$1M	\$50,000 - \$100,000	1-2 years	Yes
Pennsylvania	Curwensville	Uninformed	Most	\$1M - \$5M	\$0	0-12 months	Maybe
Pennsylvania	Denver	Uninformed	Most	\$100,001 - \$150,000	Less than \$50,000	3-5 years	Yes
Pennsylvania	East Greenville	Beginner	Some	Less than \$50,000	Less than \$50,000	Not Sure	Maybe
Pennsylvania	Freemansburg	Beginner	Not many at all	\$50,000 - \$100,000	Less than \$50,000	0-12 months	Not Sure
Pennsylvania	Lewistown	Uninformed	Not many at all	Less than \$50,000	Less than \$50,000	Not at all	Not Sure
Pennsylvania	Macungie	Uninformed	Not sure	More than \$10M	\$0	Not at all	Not Sure
Pennsylvania	New Britain	Beginner	Some	\$100,001 - \$150,000	Less than \$50,000	3-5 years	Not Sure
Tennessee	Camden	Beginner	Most	\$150,001 - \$200,000	Less than \$50,000	3-5 years	Maybe
Tennessee	Lafayette	Intermediate	Most	\$1M - \$5M	\$50,000 - \$100,000	6-10 years	Maybe
Tennessee	Pigeon	Beginner	Some	\$1M - \$5M	\$250,001 - \$500,000	Not Sure	Maybe
Virginia	Rocky Mount	Intermediate	Some	\$500,001 - \$1M	\$500,001 - \$1M	Not Sure	Not Sure
Virginia	South Boston	Intermediate	Most	\$500,001 - \$1M	\$50,000 - \$100,000	1-2 years	Yes
Virginia	Warrenton	Intermediate	Most	\$1M - \$5M	\$50,000 - \$100,000	3-5 years	Yes

Exhibit 29. Benefits to Becoming SMART City by Individual Responses (Q22).

State	City	Access to real-time data analytics	Connectivity with citizens	Cost savings to city operations	Digital government services	Economic prosperity	Collaboration between departments	Improved quality of life	Traffic management	Utility management	Water management	Other
Alabama	Arab			√		√		√				
Alabama	Brewton											they recruit IT firms-need public amenities for those employees
Alabama	Montevallo		√	√		√		√				
Alabama	Saraland		√	√		√		√	√			
Alabama	Tuskegee		√	√		√	√	√		√	√	
Delaware	Smyrna		√		√	√		√		√		
Florida	Atlantic Beach			√				√				
Florida	Crystal River			√		√		√				efficiency
Florida	Hypoluxo			√								
Florida	Juno Beach							√				
Florida	Lake Helen		√	√		√		√		√	√	
Florida	St. Pete Beach		√	√	√		√	√				
Georgia	Blakely			√		√		√	√	√		
Georgia	Cuthbert			√		√	√	√		√	√	
Georgia	Fairburn		√	√		√		√		√		
Georgia	Harlem	√	√	√	√	√	√	√		√		
Louisiana	Iowa		√	√	√	√		√		√	√	
Louisiana	Mandeville	√		√	√			√				
Louisiana	Pearl River		√	√			√			√	√	
Maryland	Denton	√	√	√	√	√	√	√	√	√	√	
Maryland	Glenarden	√	√	√	√	√	√	√		√		Business Development
Maryland	La Plata		√									
Maryland	Pocomoke City	√	√	√	√	√		√		√		
Maryland	Taneytown		√	√		√				√	√	
Mississippi	Quitman	√	√	√	√	√	√	√			√	

State	City	Access to real-time data analytics	Connectivity with citizens	Cost savings to city operations	Digital government services	Economic prosperity	Collaboration between departments	Improved quality of life	Traffic management	Utility management	Water management	Other
New Hampshire	Lebanon	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
New Hampshire	Lebanon			✓				✓				
New Jersey	Flemington	✓	✓	✓	✓		✓	✓		✓	✓	
New Jersey	Highlands	✓	✓	✓	✓	✓	✓	✓	✓			
New Jersey	Magnolia		✓	✓	✓	✓	✓	✓				
New Jersey	Woodbury Heights											No answer
New York	Dobbs Ferry	✓	✓	✓	✓		✓	✓	✓			
New York	Mount Kisco		✓	✓		✓		✓	✓		✓	
New York	Saranac Lake		✓			✓	✓	✓				
North Carolina	Angier		✓		✓	✓	✓	✓	✓	✓		
North Carolina	Butner					✓		✓				
North Carolina	Enfield	✓	✓	✓	✓	✓	✓	✓		✓	✓	
North Carolina	Mount Airy	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
North Carolina	Mount Olive		✓	✓		✓		✓				
Pennsylvania	Columbia		✓	✓		✓		✓				
Pennsylvania	Curwensville	✓	✓	✓	✓	✓	✓					
Pennsylvania	Denver	✓	✓	✓	✓	✓	✓	✓		✓	✓	
Pennsylvania	East Greenville		✓	✓			✓				✓	
Pennsylvania	Freemansburg		✓	✓				✓		✓		
Pennsylvania	Lewistown		✓	✓			✓	✓				
Pennsylvania	Macungie			✓								
Pennsylvania	New Britain		✓	✓	✓	✓		✓				
Tennessee	Camden		✓	✓			✓					
Tennessee	Lafayette		✓	✓		✓		✓		✓	✓	
Tennessee	Pigeon	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Virginia	Rocky Mount			✓						✓	✓	
Virginia	South Boston		✓	✓	✓	✓	✓	✓	✓	✓	✓	
Virginia	Warrenton	✓	✓	✓	✓	✓	✓	✓			✓	



Exhibit 30. Hinders to Becoming SMART City by Individual Responses (Q23).

State	City	Cost of implementation/ constraints	Existing legacy/ infrastructure	Financial sustainability	Lack of computer literacy	Lengthy process to implement	Managing cybersecurity threats	No master plan	Not knowing where to start	Preserving historical heritage	Other
Alabama	Arab	√									
Alabama	Brewton										nothing can't control; but like hurricane would cause damage
Alabama	Montevallo	√									
Alabama	Saraland	√	√	√		√		√			
Alabama	Tuskegee	√		√					√		
Delaware	Smyrna	√	√	√	√	√	√	√			
Florida	Atlantc Beach	√	√			√		√		√	
Florida	Crystal River	√		√		√					
Florida	Hypoluxo	√							√		
Florida	Juno Beach	√	√								
Florida	Lake Helen	√	√	√		√		√	√		
Florida	St. Pete Beach	√							√		
Georgia	Blakely	√						√	√		
Georgia	Cuthbert	√		√		√		√	√		
Georgia	Fairburn	√							√		
Georgia	Harlem	√									
Louisiana	Iowa	√	√						√		
Louisiana	Mandeville	√						√		√	
Louisiana	Pearl River	√	√					√		√	
Maryland	Denton	√	√								
Maryland	Glenarden	√			√	√	√	√	√		Lack of Leadership Knowledge and Interest
Maryland	La Plata			√							
Maryland	Pocomoke City	√		√							
Maryland	Taneytown	√				√				√	
Mississippi	Quitman	√	√	√							
New Hampshire	Lebanon										We have already begun the process

State	City	Cost of implementation/ constraints	Existing legacy/ infrastructure	Financial sustainability	Lack of computer literacy	Lengthy process to implement	Managing cybersecurity threats	No master plan	Not knowing where to start	Preserving historical heritage	Other
New Hampshire	Lebanon	√		√							
New Jersey	Flemington	√	√	√					√		
New Jersey	Highlands	√			√		√				
New Jersey	Magnolia	√	√			√			√		
New Jersey	Woodbury Heights										No answer
New York	Dobbs Ferry	√	√	√		√		√	√	√	
New York	Mount Kisco	√	√								
New York	Saranac Lake										No answer
North Carolina	Angier	√	√					√	√		
North Carolina	Butner								√		
North Carolina	Enfield	√		√					√		
North Carolina	Mount Airy	√						√	√	√	
North Carolina	Mount Olive	√		√							
Pennsylvania	Columbia	√						√	√		
Pennsylvania	Curwensville	√		√					√		
Pennsylvania	Denver	√					√	√	√		
Pennsylvania	East Greenville	√				√			√		
Pennsylvania	Freemansburg	√									
Pennsylvania	Lewistown	√	√								
Pennsylvania	Macungie	√						√	√		
Pennsylvania	New Britain	√	√	√		√		√	√		
Tennessee	Camden	√						√	√		
Tennessee	Lafayette	√						√	√		
Tennessee	Pigeon	√	√			√		√	√		
Virginia	Rocky Mount	√							√		
Virginia	South Boston	√	√	√	√	√	√		√	√	
Virginia	Warrenton	√	√				√				

Exhibit 31. Permission to Contact in the Future by Individual Responses (Q25).

First Name	Last Name	Role	Structure	Address	City	State	Zip Code	Phone	Email Address
1. Bob	Joslin	Mayor	Mayor-Council	740 North Main	Arab	AL	35016	256-586-8128	bjoslin@arabcity.org
2. Yank	Lovelace	Mayor	Mayor-Council	1010A Douglas Ave	Brewton	AL	36426	251-809-6702	251-809-6702
3. Hollie	Cost	Mayor	Mayor-Council	541 Main St	Montevallo	AL	35115	205-914-0106	hcost@cityofmontevallo.com
4. Lawrence	Haygood	Mayor	Council-Manager	101 Fonville St	Tuskegee	AL	36083	334 421-7745	thaygood@tuskegeelabama.gov
5. Alan	Johnson	Mayor	Council-Manager	155 Corey Ave.	St. Pete Beach	FL	33706		ajohnson@stpetebeach.org
6. Elizabeth	Carr-Hurst	Mayor	Mayor-Council	56 Malone St	Fairburn	GA	30213	770-964-2244	Mayorhurst@fairburn.com
7. Carol	Ponthieux	Mayor	Mayor-Council	P.O. Box 1707	Iowa	LA	70647	337-582-3535	mayor@iowala.org
8. Donald	Villere	Mayor	Mayor-Council	3101 East Cansueway Appr	Mandeville	LA	70448	985-626-1082	dvillere@cityofmandeville.com
9. Madeline	Campbell	Mayor	Mayor-Council	P O Box 1270	Pearl River	LA	70452	985-863-5800	townhall@townofpearlriver.net
10. Don	Mulrine	City Mngr	Council-Manager	4 N Second St	Denton	MD	21629	410-479-2050	dmulrine@dentonmaryland.com
11. Robert	Cowger	City Mngr	Council-Manager	100 Clarke Ave	Pocomoke	MD	21851	410-957-1333	bobby@pocomokemd.gov
12. Eddie	Fulton	Mayor	Mayor-Alderman	P. O. Box 16, 101 E. Church St	Quitman	MS	39355	601-776-3728	smalltownmayor@gmail.com
13. Shaun	Mulholland	City Mngr	Council-Manager	City Hall, 51 N. Park St.	Lebanon	NH	03766	603-448-4220	shaun.mulholland@lebanonnh.gov
14. Betsy	Driver	Council	Mayor-Council	38 Park Ave	Flemington	NJ	08822	908-797-7355	bdriver@historicflemington.com
15. Carolyn	Broullon	Council	Mayor-Council	12 Miller St	Highlands	NJ	07732	732-291-4009	Cbroullon@highlandsborough.org
16. Bob	Mcloughlin	Mayor	Council-Manager	Village Hall	Dobbs Ferry	NY	10522	914-241-8501	Mayormcloughlin@dobbsferry.com
17. Montre	Freeman	City Mngr	Council-Manager	121 Southeast Railroad St	Enfield	NC	27823	252-445-3146 Ext 27	mfreeman@enfieldnc.org
18. David	Rowe	Mayor	Council-Manager	639 OLD US 52 South	Mount Airy	NC	27030	336-705-0340	david@smithrowe@com
19. Joseph	Scott	Mayor	Council-Manager	114 E James St	Mount Olive	NC	28365	919-658-9539	momo@townofmountolivenc.com

20. John	Adams	Mayor	Mayor-Council	900 Susquehanna Ave.	Curwensville	PA	16833	814 592 1260	curwboromayor@atlanticbb.net
21. Rod	Redcay	Mayor	Council-Manager	107 Birch St	Denver	PA	17517	717-368-7133	rredcay@ptd.net
22. Keith	Gerhart	Mayor	Mayor-Council	143 Cherry St	East Greenville	PA	18041	215-541-1422	egmayor18@hotmail.com
23. Richard	Driver	Mayor	Mayor-Council	200 East Locust St	Lafayette	TN	37083	615-666-4570	mayor@lafayettcityhall.org
24. David	Wear	Mayor	Council-Manager	3419 Cole St	Pigeon	TN	37863	865-659-9881	dwear7@gmail.com
25. Tom	Raab	City Mngr	Council-Manager	455 Ferry St	South Boston	VA	24592	434-575-4222	traab@southbostonva.us
26. Carter	Nevill	Mayor	Council-Manager	18 Court St	Warrenton	VA	20186		cnevill@warrentonva.gov

## Appendix B: From Small to SMART City Questionnaire

### From Small City to SMART City ASSESSMENT

Welcome,

You are invited to participate in the design and development of a SMART City model unique to small municipalities, such as yours. The City of Seat Pleasant, Maryland (pop. < 5,000) has partnered with IBM to design a platform that makes becoming a SMART City more affordable for small cities (15,000 or less). In fact, small cities will be able to transition to an iteration of a SMART City based on the needs and goals of their individual municipality.

Your participation in this assessment is completely voluntary. Your responses will be used to help the City of Seat Pleasant tailor a collection of Internet of Things (IoT) which can be used to help your city become more efficient and responsive to the needs of your citizens. Your responses will be strictly confidential, and data will be reported collectively.

Thank you for your participation.

1. Please select state.
2. Which position, best describes your role within your municipality?
  - a. Mayor
  - b. City Manager
  - c. Asst. City Manager
  - d. Council Member/Alderman
  - e. Other \_\_\_\_\_
3. Which structure best describes your type of city government organization?
  - a. **Council-Manager** (City council oversees the general administration, makes policy, sets budget, appoints a professional city manager.)
  - b. **Mayor-Council** (Elected mayor with significant administrative and budgetary authority. Elected council with legislative powers.)
    - i. In your municipal charter, which level of power does the mayor manage?
      - Weak power (no formal authority)
      - Strong power (total administrative authority)
      - Not sure
  - c. **Commission** (Voters elect individual commissioners to governing board responsible for legislative and executive functions. One commissioner designated as chairman or mayor.)
  - d. Other \_\_\_\_\_
4. Which range best describes your city's population?
 

a. Less than 2,500	e. 15,001-20,000
b. 2,501-5,000	f. 20,001-25,000
c. 5,001-10,000	g. Over 25,000
d. 10,001-15,000	
5. What is your city's population density (persons per square mile)?
 

a. Less than 100	e. 5,001-10,000
b. 101-500	f. More than 10,001
c. 501-1,000	g. Not sure
d. 1,001-5,000	
6. What is the median income range of your city?
 

a. Less than \$25,000	e. \$50,001-\$60,000
b. \$25,001-\$30,000	f. \$60,001-\$70,000
c. \$30,001-\$40,000	g. More than \$70,000
d. \$40,001-\$50,000	h. Not Sure

7. Please provide an approximation of your city's demographic for each racial/ethnic group listed below. 0-10%, 11-20%, 21-30%, 31-40%, etc.
 

a. American Indian or Alaska Native	d. Hispanic or Latino
b. Asian	e. Native Hawaiian/Pacific Islander
c. Black or African American	f. White
8. Which municipal services does your city provide in exchange for taxes? (Check all that apply)
 

a. Court/judiciary services	k. Recycling
b. Electricity	l. Refuse (trash) removal
c. Emergency services	m. Schools
d. Fire department	n. Sewage collection and disposal
e. Food inspection	o. Social services
f. Gas and oil	p. Street maintenance/lighting
g. Health department	q. Transportation
h. Parks and recreation	r. Water supply
i. Police department	s. Other _____
j. Public libraries	
9. Which government software platform(s) does your municipality currently use? (Check all that apply)
 

a. Accounting Suite	q. GovQA
b. BoardDocs	r. iCity Municipal Software
c. BP Logix Process Director	s. Inspector
d. CaseWorthy	t. Knack
e. CiviGov	u. Municipal Code Online
f. CityReporter	v. MuniLogic
g. Clear Impact Scorecard	w. Operations Management Software
h. Computronix POSSE	x. PineappleHR
i. CQ Federal	y. R3 Program Management for GovCon
j. CQ State	z. RMail
k. Deltek Costpoint	aa. SicomNet eProcurement
l. Dossier Fleet Maintenance	bb. Snappii Mobile Apps
m. Envisio	cc. SnapSite.us
n. Geo3.0	dd. VADAR Systems
o. GovClarity	ee. Other _____
p. GovPilot	
10. Does your city utilize any of the following communication platforms? (Check all that apply)
  - a. 311 technology/application
  - b. Mobile notifications
  - c. Social media
  - d. Website
  - e. None
  - f. Other \_\_\_\_\_
11. Does your city currently use any subscription-based technology/software suites?
  - a. Yes
  - b. No

If yes, what? \_\_\_\_\_
12. Does your city currently have, or plan to implement any Internet of Things (IoT) solutions?
  - a. We have an IoT solution in place.
  - b. We plan to implement an IoT solution in the next 12 months.
  - c. We do not have a plan in place.
  - d. I am not familiar with IoT solutions.

13. Does your city currently collect data on any of the following? (Check all that apply)

- |  |                            |
|--|----------------------------|
| a. Aging in place                              | l. Parks & recreation      |
| b. Asset management                            | m. Power/Electricity       |
| c. Code enforcement                            | n. Prison/Corrections      |
| d. Court/Judiciary services                    | o. Public engagement       |
| e. Digitization of government services/process | p. Public works            |
| f. Emergency management                        | q. Senior services         |
| g. Environmental (i.e., air or water quality)  | r. Social services         |
| h. Finance department                          | s. Transportation services |
| i. Fire department                             | t. Utility management      |
| j. Fleet maintenance                           | u. Water                   |
| k. Housing/Community development               | v. Other _____             |

14. Using the list below, rank the top (10) budget priorities for your municipality?

1=Most Important; 10= Least Important

- |                                    |                            |
|------------------------------------|----------------------------|
| a. Attracting new jobs             | l. Public safety           |
| b. Community revitalization        | m. Public transportation   |
| c. Economic development            | n. Public works            |
| d. Education                       | o. Reentry programs        |
| e. Green city                      | p. Roads & Infrastructure  |
| f. Green space                     | q. Social service programs |
| g. Healthy living                  | r. Substance abuse program |
| h. Housing & community development | s. Tourism                 |
| i. Mental health services          | t. Vibrant economy         |
| j. Prison/Corrections              | u. Youth programs          |
| k. Public health                   | v. Other _____             |

15. What are the top five (5) key strategic priorities for your municipality?

- Priority #1 \_\_\_\_\_
- Priority #2 \_\_\_\_\_
- Priority #3 \_\_\_\_\_
- Priority #4 \_\_\_\_\_
- Priority #5 \_\_\_\_\_

16. Is your city experiencing any of the following challenges? (Check all that apply)

- |  |  |
|--|--|
| a. Declining small businesses            | g. Slowing economy   |
| b. Growing population of substance abuse | h. Underperforming schools   |
| c. High crime rates                      | i. Under-utilized public facilities (e.g., libraries, parks & recreations) |
| d. Increased unemployment                | j. Vacant/abandon homes  |
| e. Increasing aging population           | k. Other _____   |
| f. Lack of affordable housing            |  |

17. What is your level of understanding of a SMART City?

- Advanced** – I feel very knowledgeable. I have read, attended conferences, events, etc.
- Intermediate** – I have some knowledge, but there is a lot I still do not know or understand.
- Beginner** – I have heard of the concept but don't know much about it.
- Uninformed** – I do not know anything about SMART Cities.

18. To what extent, do you believe your leadership would be willing to explore becoming a SMART City?

- |                           |                    |
|---------------------------|--------------------|
| a. Most would be willing  | d. Not many at all |
| b. Some would be willing  | e. Not sure        |
| c. A few would be willing |                    |

19. Based on what you currently know about SMART Cities, how much do you think it would cost to transform your city into a SMART City?

- |                          |                          |
|--------------------------|--------------------------|
| a. Less than \$50,000    | g. \$250,001 - \$500,000 |
| b. \$50,001 - \$100,000  | h. \$500,001 - \$1M      |
| c. \$100,001 - \$150,000 | i. \$1M - \$5M           |
| d. \$150,001 - \$200,000 | j. \$5M - \$10M          |
| e. \$200,001 - \$250,000 | k. More than \$10M       |
|                          | l. More than \$10M       |

20. Based on your average annual budget, what is your best guess at what your leadership will allow for becoming a SMART City?

- |                          |                          |
|--------------------------|--------------------------|
| a. \$0                   | g. \$250,001 - \$500,000 |
| b. Less than \$50,000    | h. \$500,001 - \$1M      |
| c. \$50,001 - \$100,000  | i. \$1M - \$5M           |
| d. \$100,001 - \$150,000 | j. \$5M - \$10M          |
| e. \$150,001 - \$200,000 | k. More than \$10M       |
| f. \$200,001 - \$250,000 | l. Not Sure              |

21. In what timeframe do you anticipate your leadership actively exploring becoming a SMART City?

- |                |                     |
|----------------|---------------------|
| a. 0-12 months | e. 11 or more years |
| b. 1-2 years   | f. Not at all       |
| c. 3-5 years   | g. Not Sure         |
| d. 6-10 years  |                     |

22. What benefits would encourage or inspire you to pursue becoming a SMART City? (Check all that apply)

- |                                       |  |
|---------------------------------------|--|
| a. Access to real-time data analytics | h. Greater collaboration between departments/units |
| b. Connectivity with citizens         | i. Improved quality of life                        |
| c. Cost savings to city operations    | j. Traffic management                              |
| d. Digital government services        | k. Utility management                              |
| e. Economic prosperity                | l. Water management                                |
| f. Environmental impact               | m. Other _____                                     |
| g. Emergency management               |  |

23. What are some factors have or could hinder(ed) your city from becoming a SMART City? (Check all that apply)

- |  |                                   |
|--|-----------------------------------|
| a. Cost of implementation/ Financial constraints | f. Managing cybersecurity threats |
| b. Existing legacy/infrastructure                | g. No master plan                 |
| c. Financial sustainability                      | h. Not knowing where to start     |
| d. Lack of computer literacy                     | i. Preserving historical heritage |
| e. Lengthy process to implement                  | j. Other _____                    |

24. Do you believe becoming a SMART City could help improve internal processes?

- Yes
- No
- Maybe
- Not Sure

25. May we contact you in the future? If so, please provide your contact information below.

First name \_\_\_\_\_ Last name \_\_\_\_\_  
 Address \_\_\_\_\_  
 City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_  
 Phone \_\_\_\_\_ Email \_\_\_\_\_



P.O. Box 30556, Little Rock, AR 72260  
precisedataconsulting.com | 501.420.4917

© 2018 City of Seat Pleasant, MD. All rights reserved.